



Leading Quietly

By Joseph L. Badaracco Jr.

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Most of us think of leaders as courageous risk takers, orchestrators of major events. In a word: heroes. Although such figures are inspiring, Joseph Badaracco argues that their larger-than-life accomplishments are not what makes the world work. What does, he says, is the sum of millions of small yet consequential decisions that individuals working far from the limelight make every day. Badaracco calls them "quiet leaders"--people who choose responsible, behind-the-scenes action over public heroism to resolve tough leadership challenges. Quiet leaders don't fit the stereotype of the bold and gutsy leader, and they don't want to. What they want is to do the "right thing"--for their organizations, their coworkers, and themselves--but inconspicuously and without casualties. Drawing from extensive research, Badaracco presents eight practical yet counter-intuitive guidelines for situations in which right and wrong seem like moving targets. Compelling stories illustrate how these "nonheroes" succeed by managing their political capital, buying themselves time, bending the rules, and more. From the executive suite to the office cubicle--Leading Quietly shows how patient, everyday efforts can add up to a better company and a better world.

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Leading Quietly By Joseph L. Badaracco Jr. Bibliography

- Sales Rank: #271950 in Books
- Brand: Brand: Harvard Business Review Press
- Published on: 2002-02-11
- Original language: English
- Number of items: 1
- Dimensions: 9.42" h x .89" w x 6.44" l, 1.10 pounds
- Binding: Hardcover
- 224 pages

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Editorial Review

From Publishers Weekly

When we think of great leaders, it's usually the charismatic, globally influential Churchill, Patton, Jack Welch who spring to mind. But as Harvard Business School professor Badaracco (*Defining Moments: When Managers Must Choose Between Right and Right*) correctly points out, everyday leadership is not so dramatic, and daily leadership decisions are rarely carried out at the top of an organization. Badaracco focuses here is on helping the middle- and senior-level managers who make the ordinary decisions that ultimately determine an organization's success. As he puts it: "What usually matters are careful, thoughtful, small, practical efforts by people working far from the limelight. In short, quiet leadership is what moves and changes the world." Out of a four-year study of these real-life leaders, Badaracco describes eight strategies for making effective leadership decisions in murky situations where the "right" thing is far from obvious. The strategies range from the commonsensical (truly examine the question at hand; don't ignore corporate politics) to the counterintuitive (don't expect to be wholly altruistic and accept that some of your motives are self-interested; try not to make important decisions as quickly as possible). Badaracco presents each principle with a brief introduction, followed by a case study and summary of the lessons to be learned. The sum is a useful checklist middle-level managers can put to work immediately.

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Review

Leading Quietly is a fresh approach to making our way in the world. -- *USA Today*, June 24, 2002

From the Back Cover

"Most of us thrill to stories of heroic leaders mounting the barricades on behalf of great causes. Enter now the quiet leaders-unsung men and women who actually keep most of the world going from one day to the next. Badaracco tells their stories with enormous insight and understanding, explaining not only *how* they succeed but *why*. For those who must learn how to lead from the middle-and that's nearly everyone-reading this book is a terrific place to start."

-David Gergen, Director, Center for Public Leadership, John F. Kennedy School of Government, Harvard University

"Rather than seeing the road map for career success as a series of bold and courageous decisions, Badaracco makes the case for a new model of leadership based on thoughtful consideration, practicality, and pragmatism."

-Paul R. Charron, Chairman and CEO, Liz Claiborne, Inc.

"With quiet effectiveness, Badaracco's new brand of leaders take small, careful steps to solve major problems. *Leading Quietly* lays out what may seem obvious, but is in fact rocket science. This book will change the way you view leaders and perhaps yourself."

-Anne L. Bryant, Executive Director, National School Boards Association and Chairman of the Board, Simmons College

"In this useful and thoughtful book, Badaracco helps us to understand that true leadership isn't grand or

heroic. It occurs in small steps by people on the ground who are guided by humility and common sense. Organizations and societies that nurture quiet leaders are bound to be more successful than those that make room only for the strong and loud ones."

-Robert B. Reich, author of *The Future of Success*, Hexter Professor of Social and Economic Policy at Brandeis University, and former U.S. Secretary of Labor

"The stories of the leaders profiled in *Leading Quietly* demonstrate how even the most seemingly ordinary decisions are not ordinary at all. Rather, they are laced with complex motives and play out on uneven political terrain that must be navigated carefully and thoughtfully for long-term success."

-Kathy Levinson, Strategic Philanthropy and Investment, and former President and Chief Operating Officer of E*TRADE Group

Users Review

From reader reviews:

Richard Swisher:

The book *Leading Quietly* make one feel enjoy for your spare time. You should use to make your capable a lot more increase. Book can to be your best friend when you getting tension or having big problem using your subject. If you can make looking at a book *Leading Quietly* for being your habit, you can get more advantages, like add your own capable, increase your knowledge about several or all subjects. You are able to know everything if you like open and read a book *Leading Quietly*. Kinds of book are several. It means that, science publication or encyclopedia or other individuals. So , how do you think about this reserve?

Grace Godwin:

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